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USEFUL MANAGEMENT INFORMATION GAINED THROUGH CONDUCTING A BALDRIGE QUALITY ASSESSMENT ON A SAFETY DEPARTMENT. J.K. Wong, G.W. Campbell, J.O. Jackson and M.J. Russo, Lawrence Livermore National Laboratory, Hazards Control Department, P.O. Box 808, L-382, Livermore, CA 94551-0808.

The Hazards Control Department (HCD) of the Lawrence Livermore National Laboratory (LLNL) applied for the 1996 Department of Energy Quality Award as a way to asses our progress since initiation of our Accident Prevention Program (APP). The APP is the term used for quality improvement with a primary focus on our desire to create a more proactive health and safety (H&S) culture at our Laboratory. The department's ongoing challenge is to continue to supply efficient, cost-effective safety services and guidance to customers in a climate characterized by decreasing funding.

The DOE Quality Award application criteria are essentially identical to the Malcolm Baldrige National Quality Award criteria used by corporations. There are seven categories of the Baldrige Criteria:

1. Leadership
2. Information and Analysis
3. Strategic Plan
4. Human Resources Development and Management
5. Process Management
6. Business Results
7. Customer Focus and Satisfaction

The key concepts of the Baldrige Criteria are:

- Customer-Driven Performance
- Leadership Involvement
- Long-range View of the Future
- Management by Fact
- Employee Participation and Development
- Designed in Quality and Prevention vs. Inspection
- Partnership Development
- Corporate Responsibility and Citizenship
- Result Orientation

The main benefit of conducting a Baldrige assessment is to gain knowledge regarding the strengths and weaknesses of the organization and areas to target for improvement. The assessment process is an important means for providing customer satisfaction, cost reduction, and attaining recognition as a world-class organization.

The Author will discuss strength and weaknesses discovered from this assessment and future directions the department will take.

Disclaimer:
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